



Generating Conflict Prevention Policy Guidance: A Whole-of-Government Analytic Approach

Julia Nelson

Conflict Prevention Officer

**U.S. Department of State's
Office of the Coordinator for Reconstruction
and Stabilization (S/CRS)**

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE OCT 2010		2. REPORT TYPE		3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE Generating Conflict Prevention Policy Guidance: A Whole-of-Government Analytic Approach				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Department of State, Office of the Coordinator for Reconstruction and Stabilization (S/CRS), 2201 C Street NW, Washington, DC, 20520				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES Social Science Underpinnings of Complex Operations 18-21 October 2010; George Mason University, Arlington Campus.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 28	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

Agenda



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- Background
- Introduction to Appreciative Inquiry (AI)
- Social Theoretical Underpinnings of AI
- Implementation of AI – Judicious Response
- Key Takeaways and Findings of AI

Appreciative Inquiry



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- An inquiry process that
 - Focuses on what works in the system
 - Describes where the stakeholders want to be based on the high moments of where they have been
 - Builds a set of statements that are grounded in real experience and history
- A living process
- A generative process

What gives life...



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Appreciative Inquiry is the cooperative search for the best in people, their organizations and the world around them. It involves systematic discovery of what gives a system “life” when it is most effective and capable in economic, ecological, and human terms. AI involves the art and practice of asking questions that strengthen a system’s capacity to [apprehend, anticipate, and] heighten positive potential. Cooperrider and Whitney (1999)

A Whole-of-Government Approach



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- Forces participants to move away from rice bowls
- Develop deeper understanding of what is working well
- Challenging of include multiple stakeholders
- New mechanisms of AI to guide analysis
- Goal is to create relevant and meaningful conflict prevention policy recommendations
- Crucial to build conflict prevention policy on resilience

Problem Solving vs. Appreciative Inquiry



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Problem Solving

- Identification of a problem (a perceived “need”)
- Analysis of causes
- Analysis of possible solutions
- Action planning (treatment)

Appreciative Inquiry

- Appreciating and valuing the best of what is
- Envisioning what might be
- Dialoging what should be
- Innovating what will be

Assumptions of AI



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- In every society, organization or group there is something that works
- What we focus on becomes our reality
- Reality is created in the moment, and there are multiple realities
- The act of asking questions of an organization or group influences the group in some way
- People have more confidence and comfort to journey to the future when they carry forward parts of the past
- If we carry parts of our past forward, they should be what is best about the past

Examples of the AI Process



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- U.S. Navy Leadership Summit
 - *To believe that plans are a framework for action. We define our planning methods as open, to include all stakeholders, and believe that a dynamic communications structure is vital for empowerment.*
- United Nations Global Compact
 - *To unite the strengths of business and UNGC toward the Millennium Development Goals*
- EPA – Leadership Initiative
 - *To revitalize the workforce of over 2,000 scientists, engineers and administrative staff to ensure the Earth's vitality*



Judicious Response (JR)

Implementation of Appreciative Inquiry

JR Tasks



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- Review of resiliencies and mitigators as identified through ICAF in the field
- Identification of how resiliencies fit into the peace infrastructures based upon criteria
- Creation of Future Present Scenario Statements (FPS's)
- Providing FPS's for policy memo recommendations

JR Activity Task 1



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- Review ICAF data on social and institutional resiliencies, and conflict mitigators
 - Tell stories and learn what was heard
 - Engage and seek understanding
 - Name the factors which lie at the heart of the resiliency—what enables or bolsters conflict prevention and peacebuilding

Interagency Conflict Assessment Framework (ICAF)



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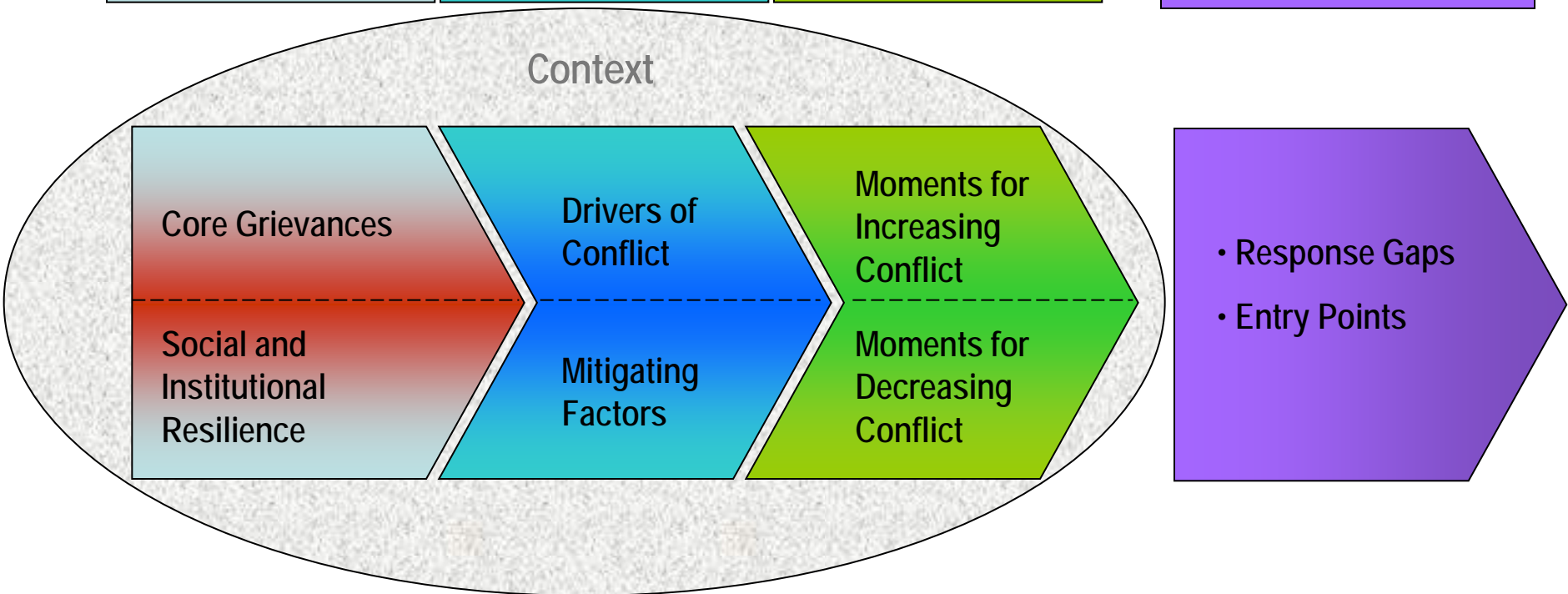
Task 1: Diagnosis

Step 1

Step 2

Step 3

Task 2: Pre-Planning



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Resiliencies



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- Vision for the Future
- Desire for Change
- Community Cohesion
- Hope
- Respect for Diversity

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JR Activity Task 2



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- Build Future-Present Scenario Statements (FPS)
 - Review the characteristics of peace infrastructures
 - Build FPS statements around each resiliency, for each of the peace infrastructures
- Write in the present tense, as if it is already happening
- Check against the C-I-G model

Peace Infrastructures



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- Decision-Making: the relatively permanent and institutionally legitimized way that communities make decisions
- Institutional practices: routines and procedures that are the established and accepted way of doing things
- Incentives: material and/or psychological rewards that encourage behavior or practices
- Leadership: style and approaches that mobilize a community
- Communication: quality and style that support knowledge sharing and creation

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Understanding Peace Infrastructures



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- Support structures that not only maintain or enable resiliency, but also enhance it
- Are interconnected and intermingled—one does not exist without the others
- Might be weak, not easily recognized or hidden
- Are often the target of policy recommendations
- As five elements—useful for analysis, but design is clearer when the interaction between the elements is appreciated

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Conflict Prevention Matrix



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Peace Infrastructures

Resiliencies

	Leadership	Communication	Incentives	Practices	Decision-Making
Vision					
Desire for Change					
Community Cohesion					
Hope					
Respect for Diversity					

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Key Considerations for FPS Statements



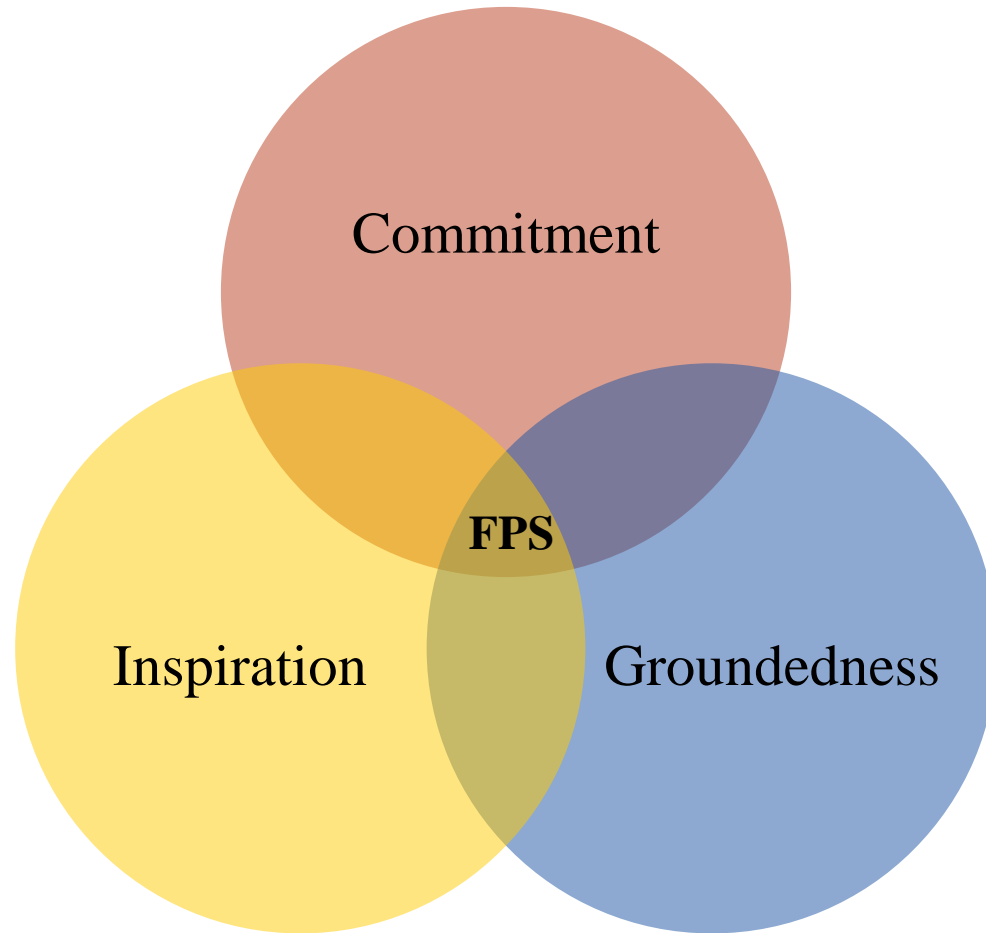
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- Is the statement really challenging or merely a restatement of something already in existence?
- Is it specific, concrete, and tangible, as opposed to something very general and abstract?
- Does it inspire you, the participant?
- Does it stay grounded and connected to the peace enabler (the resiliency, mitigator or opportunity identified) and the conflict prevention infrastructure factor under consideration?

C-I-G Model



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FPS Example: Top Necessity Score



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Individuals at all levels within society are making investments into their communities, as they believe in a better way forward for their country.

Free, fair and transparent elections govern the peaceful transition of governmental authority.

(Hope + Leadership)

FPS Example: Top Priority Score



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Traditional mechanisms are in place and functioning to peacefully settle land disputes (and other disputes).

Formal judicial system supports and includes aspects of the traditional conflict resolution systems.

(Community Cohesion + Practices)

JR Activity Task 3



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- Valence each of the FPS Statements as a means of identifying policy priorities
 - Consider each statement carefully and rate on a likert scale for
 - How much is already present in the system? (Reality)
 - How important is it? (Ideality)
 - Take care to properly color match your votes
 - Tabulate votes and calculate Necessity Index (NI)

Calculating the Necessity Index



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Each Future-Present Scenario Statement is rated on the following likert scales:

- How much is already present in the system? (Reality)

5—4—3—2—1

- How important is it? (Ideality)

5—4—3—2—1

Necessity Index is calculated as follows:

$$NI = \text{mean ideality} \times (\text{mean ideality} - \text{mean reality})$$

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Making Sense of the Analysis



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- Considering policy priorities
 - Review the results of the Necessity Index
 - Makes sense of the outcomes of valencing
 - Interrogate high NI statements against US security and policy interests
 - Discuss and determine how policy guidance might be articulated

JR – What Worked Well



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- Useful for interagency processes
- Able to seek positive change core
- Interagency buy-in to policy making
- Gets USG more engaged with the environment

JR – Challenges



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- Getting an understanding of AI approach in a problem-solving environment
- Difficulty with framing statements in the affirmative
- Participants need contact with interviewees to understand meaning of resilience



AI Next Steps...



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THANK YOU

Julia Nelson
NelsonJC@state.gov

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